

SIX MONTH REPORT

July 1, 1954 to December 31, 1954

CLASSIFICATION AND WAGE DIVISION

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Activities Report of the Classification
and Wage Division from July 1, 1954 to
December 31, 1954.

I. Introduction:

As outlined in previous progress and program reports, the primary objective of the Classification and Wage Administration Program is to achieve and maintain a sound occupational and salary structure for Agency positions, which provides for equitable salary alignment with compensation levels within and outside the Federal Government and is responsive to the unusual job characteristics and employment situations encountered in CIA.

With this objective in mind, our efforts during the past six months have included the final review and readying for coordination of the Occupational Handbook of Classification Titles and Codes, which sets forth and defines all types of positions found in CIA; the review and approval with appropriate classification changes of Tables of Organization for many components; the conduct of classification surveys; the development, coordination and publication of Position Standards; the processing of individual position and personnel actions involving desk audit and analysis of existing and proposed positions; and the preparation of a number of staff studies in the field of salary and wage administration. These major program activities are described in detail in the following pages.

During the period completed, a number of organizations have proposed new Tables of Organization to reduce their authorized positions to their ceiling figure. This type of activity has required careful classification review to assure that the revised Table of Organization would be valid from the Classification standpoint. The problem encountered in this regard is highlighted by one proposed change of a three hundred position Table of Organization in which the operating office requested that sixty-nine low grade positions be abolished and that ten percent of the remaining positions be changed to higher grades. To facilitate the processing of this type of request, published Agency position standards have been helpful in providing a mutually acceptable basis for resolving differences; but sufficient standards to cover the majority of positions are not yet available. Naturally, we have been faced with a greater effort and one of time-consuming character in obtaining agreement from operating offices on proposals in which the requested grade structure cannot be approved. In other words, it takes but minutes to say "yes", but "hours" to say "no, and make it stick".

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Although a measure of assistance has been obtained by the publication of Agency Regulation [] Tables of Organization, which specifies job information will accompany requests for T/O Changes, the major organizational changes are generally of such stated priority and immediacy that frequently they must be approved subject to receipt of job information at a later date. This operating procedure, of course, requires considerable follow-up on the part of the Division and dictates the character of a substantial portion of our future workload.

During the period the trend of the average grade of each component Table of Organization was closely observed and comparisons made over a five-year period. The ever-increasing grade level and its budgetary significance were pointed out to operating offices particularly in connection with Table of Organization changes. Within the DD/I Area, operating offices adopted the approach of maintaining existing average grades to the greatest extent possible during the development of new T/O's.

In light of operating requirements set forth, our future plans call for the completion of additional Position Standards for positions most common to the Agency, the conduct of Classification Surveys to establish firm and valid classification structures for existing organizations, and the increased familiarization of operating officials with the value of classification to them in achieving a sound personnel management program in their activity.

Progress has been made in providing flexibility to meet emergency and operational staffing and assignment situations through the development and initiation of procedures for controlled temporary assignments of personnel to lower graded positions than the grade held.

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[] Additional procedural and instructional guides will be published in the near future, of which an important publication currently being coordinated is the CIA Occupational Handbook of Classification Titles and Codes. This will provide in ready reference form the Agency occupational structure, in which similar types of positions are assigned to appropriate occupational groups, and a standard title, definition, and occupational code is set forth for each category of position.

Recent developments in the Agency Career Service Program as well as policy decisions received from the Office of the Director and requests for classification services from the Deputy Director for Administration and other Officials emphasize the increasing need for the application of classification and wage administration techniques to all Agency positions and Components. Accordingly, an acceleration in the pace of our activities must be planned for and accomplished during the coming year.

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II. Following is a distribution of the percentage of total staff time spent on the various activities during the reporting period:

| <u>Category</u> | <u>Characteristics</u> | <u>Time Percentage</u> |
|---|---|------------------------|
| 1. Classification Surveys. | Collection, recording, and analysis of duties and qualification requirements information about all positions in particular organizational components or occupational categories. Presentation of classifications determined upon for the positions and coordination of results with Office concerned. Preparation of survey reports. | 20% |
| 2. Position Standards. | Intensive analysis of positions in particular occupational categories. Preparation therefrom of summary statements of the essential characteristics of the categories and of the levels of work therein, qualifications required therefor, and the lines of progression. Coordination of these products. | 8% |
| 3. Individual Classification Actions. | Review of selected individual personnel actions in terms of the classification propriety. Such actions are those in which there are unresolved questions concerning the classification of the positions, and their resolution frequently requires desk audits and the preparation of descriptions. Category includes super-grade position review and recommendations. | 23% |
| 4. Table of Organization Review and Distribution. | Classification review of T/O proposals and preparation of OP recommendations to DD/A. Distribution of approved T/O's and control of all T/O records. | 12% |
| 5. Special Studies and Staff Services. | Preparation and coordination of regulations, handbooks, and other guides on classification and wage administration matters. Staff support to AD/P on the CIA Supergrade Structure and related matters. Preparation of comments on applicability to CWD program of legislative and other proposals. Analytical studies on current problems of concern to CWD activities. Extension of machine tabulation methods in the presentation of information about occupational structure of Agency Components. Staff assistance to operating offices on classification problems. | 18% |

(The remaining staff time was divided between formal training within the Agency, leave, and details to other OP Divisions.)

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Approved For Release 2002/06/13 : CIA-RDP80-01826R000100010013-0

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Approved For Release 2002/06/13 : CIA-RDP80-01826R000100010013-0